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CTR Registry
76-6336
23 APR 1976
DTA Registry
76-2080

MEMORANDUM FOR: Associate Deputy Director for Administration

FROM : Harry E. Fitzwater
Director of Training

SUBJECT : OIG Observations on the Career Training
Recruitment Process

REFERENCE : Memo dtd 15 Apr 76 to DTR fm A/DDA; Subj:
Inspector General Survey of the Office
of Personnel

1. We appreciate being given advance notice of the Inspector General's comments on the Career Training Program recruitment process and will look forward to discussing this matter during the upcoming OIG survey.

2. The concerns expressed by the IG are not new, particularly when viewed, as they put it, "...from the Office of Personnel perspective..." When this issue is discussed with the IG, the following points will be included so that the best decision possible can be made regarding the need for corrective action:

a. The CT office has impressive statistics demonstrating the success of the Program, the high caliber of the CTs selected over the years, and the success they have achieved.

b. The Agency is pleased that the number of people applying to it for work has risen in recent years. The CT office, in dealing with an increased number of applicants, has to look at more files to ensure that those selected for the CT Program are the best qualified. It is the CT office's observation that the rise in quantity of applicants is unrelated to their quality, so that a greater volume of files has to be dealt with, even though fewer applicants are accepted.

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c. Steps are being taken to ensure that the CTs selected for the Program are handled as securely as possible. This in some cases does involve the blocking of files as the needs of the DDO for a more clandestine approach to screening and recruitment are growing more stringent, and the close coordination between the CT office and the DDO is a continued necessity.

d. The recent cutbacks in the Office of Training have hit the CT office hard, and, with one less program officer than before, the processing of files through the CT office has at times been slower than it should have been. This is a legitimate point which is being rectified by having two senior officers within OTR aid the CT office in dealing with the large number of files which need to be screened.

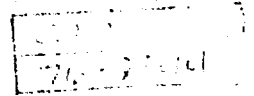
e. With regard to the observations about recruiting new officers with graduate degrees, the DDI has a high and continuing interest in acquiring the services of people with a proven academic track record, which is most clearly demonstrated by the acquisition of graduate degrees. Since the CT office recruits new officers for the DDI as well as the DDO, it cannot be indifferent to that qualification. With regard to the DDO, the interest there is more in terms of practical experience than graduate degrees per se. The DDO wants some indication as to how the applicant will perform after he gets his undergraduate degree. In the past, military service has often provided this added experience. With the end of the draft, this experience factor is more often being provided by graduate study, which is frequently tied to part-time work. The CT office has an ongoing dialogue with the DDO as to what qualifications it seeks in its new officers and feels that roughly the correct amount of emphasis is being placed on applicants with graduate degrees.

[REDACTED]

Harry E. Fitzwater

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DDA 76-1906

15 APR 1976

MEMORANDUM FOR: Director of Training

FROM : John N. McMahon, Associate Deputy
Director for Administration

SUBJECT : Inspector General Survey of the
Office of Personnel

During the survey of the Office of Personnel, the Inspector General made several observations regarding their Career Training Program. We attach, for your review and comment, two such observations.

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John N. McMahon

Atts

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requirements for field administration of the Professional Aptitude Test Battery (PATB) is a principal cause of processing delays. Another cause is the time required at Headquarters for the components to decide whether or not to request processing for an applicant. This is a particularly bad problem in the case of some minority applicants, where the conflict between their sometimes inferior qualifications and the need to improve the Agency's EEO record leads to protracted indecision.

W.C.

34. We believe the Office of Personnel is taking all steps open to it to hold applicant processing time to a minimum. Action relating to PATB and component review delays is the responsibility of the Agency components seeking new employees. Some suggestions about conveying the need for action on these questions to component managers have been included in Tab E. That Tab also includes discussion of the apparently excessive level of recruiting effort expended in obtaining a few tens of people for the Agency's Career Training Program (CTP). The problem, which involves the components whose requirements generate the recruiting effort and the Office of Training (OTR), which manages the CTP, will be investigated further during an OIG survey of OTR scheduled to start in two to three months. Recommendations for corrective action, if still indicated, will be included in the report of that survey.

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~~of the problem.~~

9. One aspect of Agency recruitment procedures, which was most noticeable and disconcerting, is the emphasis placed on recruiting for the Career Trainee Program (CTP). Most of the recruiters go after students working on their Masters or Doctorates as CTP candidates. They have been told for years that one doesn't need an MA or PhD to make a good case officer, and while they believe this, they keep an eye on what is selling and that is what they recruit. It was explained that because it is a buyer's market, there are numerous outstanding candidates available and all other things being equal, the candidate with the MA or PhD is more likely to be selected than one with a BA or BS. Most CTP candidates are "pre-committed", that is, the recruiter specifically designates them as such which means that their files are not available for review by other components. When received at Headquarters, such files are sent directly to the Office of Training (OTR). Others are earmarked for the CTP at Headquarters and they too go to OTR without being made available for review elsewhere in the Agency. Others that are in the Skills Bank may be requested by CTP and in all cases where CTP has an interest, the files are not available for review by other components. Because CTP candidates are later interviewed in the field and because OTR frequently waits until they have a sufficient number to interview in a

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a geographical area, the CTP files often are "blocked" for a long period of time. The whole CTP recruitment concept has been discussed as a "massive overskill". Inquiries in this regard were made and confirmation received to the effect that in CY-1974 they (OTR) reviewed 729 files on CTP candidates and hired only 40 new employees, and in CY-1975 they reviewed 692 files and hired only 23 new employees. Our investigations from the Office of Personnel perspective supported the view that the CTP recruitment program indeed looks like a "massive overskill". The Office of Personnel activities are governed in many cases by personnel requirements specified by other components, however, and the program as a whole is managed by OTR. Therefore, this matter will be further reviewed during an OIG survey of OTR scheduled to start within two or three months. Recommendations for corrective action, if still indicated, will be included in the report of that survey.

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10. Shortages of clerical personnel were often cited by customers as reason for dissatisfaction with Office of Personnel recruiting efforts. Our examination of these efforts failed to suggest any dramatic new means of increasing the flow of new clerical employees. Recruitment Division is aware of the complaints and, we believe, is taking all steps available to satisfy them. There is some question as to whether the Agency-wide shortage is

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

OIG Observations on the Career Training Recruitment Process

OTR Registry

76-6336

FROM:

Director of Training
1026 C of C

EXTENSION

3245

NO.

DATE

23 APR 1976

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

EO/DDA
7D-18 Hqs

26 APR 1976

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3.

A/DDA

27 APR 1976

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3-5

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5.

DDA

27 APR 1976

3

OTR's comments

6.

Registry (file or cross referenced by OP on CTs)

7.

to OP survey by IG)

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27 APR 1976

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Approved For Release 2001/07/30 : CIA-RDP79-00498A000300100007-0